

# City of Ashland Budget Presentation

MAY 1, 2019

# Introduction

- ▶ Tonight's Agenda
  - ▶ Parks
  - ▶ Central Services
  - ▶ Health Benefits
  - ▶ Insurance
  - ▶ General Fund
  
- ▶ Deliberations/Recommendation of Budget

# Parks Budget

- ▶ Parks Commission has moved to recommend the budget included in the Budget Document
- ▶ Parks has worked closely with City Finance to ensure ability to Balance their BN 2019/21 Budget that includes the following impacts:
  - ▶ GF Contribution level held flat (same as last FY)
  - ▶ From a basis of \$2.09 per \$1,000 assessed down to \$1.89 per \$1,000
  - ▶ Parks also incorporated a \$150,000 a year increase in Central Service Fee
  - ▶ Over \$750,000 impact from the City
- ▶ How did they accomplish this:
  - ▶ Re-organized in BN 2017/19
  - ▶ Reviewed cost recovery for operations

# Parks Budget

- ▶ Accomplishments:
  - ▶ Hired new staff to improve operations
  - ▶ Sale of Clay Street and Purchase of Main Street Property
  - ▶ Briscoe Park
  - ▶ New and expanded offerings through the Senior Service Program

# Parks Budget

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
<b>Revenues</b>	<b>\$10,649,503</b>	<b>\$11,477,538</b>	<b>\$13,196,765</b>	<b>\$14,244,304</b>	<b>8%</b>
Charges for Services	10,577,274	11,383,389	12,782,600	13,124,375	3%
Carry Forward Fund Balance	0	0	140,165	611,076	336%
Operating Transfers In	0	52,500	170,000	370,000	118%
Miscellaneous Revenues	52,104	35,589	60,000	62,000	3%
Interest on Pooled Investments	9,535	5,968	14,000	46,853	235%
Intergovernmental Revenue	10,589	92	30,000	30,000	0%
<b>Expenses</b>	<b>11,929,311</b>	<b>11,771,833</b>	<b>13,196,763</b>	<b>14,193,047</b>	<b>8%</b>
Personnel Services	6,910,531	7,271,788	8,338,143	9,287,135	11%
Material and Services	4,068,396	4,407,727	4,638,041	4,655,913	0%
Transfer-Out, Contingency, Ending Fund Balance	922,000	80,000	200,579	150,000	-25%
Capital Outlay	28,384	12,318	20,000	100,000	400%
<b>Revenues Less Expenses</b>	<b>(\$1,279,808)</b>	<b>(\$294,295)</b>	<b>\$2</b>	<b>\$51,257</b>	<b>-</b>

# Parks Expenses

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
City of Ashland Contribution	\$8,856,000	\$9,560,000	\$10,601,400	\$10,783,800	2%
Golf Course Revenue	577,151	490,546	609,000	618,875	2%
Maintenance and Calle Revenue	398,060	483,419	544,000	634,000	17%
Ice Rink Revenue	181,545	232,739	257,800	285,500	11%
Recreation Revenue	459,221	435,256	509,650	554,200	9%
Aquatic Revenue	90,084	178,760	185,750	198,000	7%
Senior Programs	15,368	2,930	75,000	50,000	-33%
<b>Total</b>	<b>\$10,577,426</b>	<b>\$11,383,646</b>	<b>\$12,782,600</b>	<b>\$13,124,375</b>	<b>3%</b>

# Parks Revenue

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change	% Change
Salaries & Wages	\$4,298,104	\$4,500,937	\$4,931,920	\$5,449,040	\$517,120	10.49%
Fringe Benefits	2,612,427	2,770,851	3,406,223	3,838,095	431,872	12.68%
Total	\$6,910,531	\$7,271,788	\$8,338,143	\$9,287,135	\$948,992	



# Insurance Fund

- Eliminated Position and outsourced to reduce expense

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Revenues	\$3,071,741	\$1,583,611	\$2,771,445	\$2,355,364	-15%
Carry Forward Fund Balance	0	0	1,117,445	831,976	-26%
Charges for Services	1,480,865	1,486,002	1,560,000	1,425,888	-9%
Miscellaneous Revenues	1,574,391	78,232	80,000	80,000	0%
Interest on Pooled Investments	16,485	19,377	14,000	17,500	25%
Expenses	2,154,314	2,296,070	2,771,445	1,982,012	-28%
Personnel Services	179,227	202,901	233,160	0	-100%
Material and Services	1,475,087	1,523,670	1,854,790	1,982,012	7%
Capital Outlay	0	0	480,000	0	-100%
Transfer-Out, Contingency, Ending Fund Balance	500,000	569,500	203,495	0	-100%
Revenues Less Expenses	\$917,427	(\$712,460)	\$0	\$373,352	-



# Health Benefits Reserve Fund

- ▶ No longer Self-Funded
- ▶ HB Fund Charges departments for premiums and then pay CIS through the Fund.
- ▶ Department charged a blended rate, to ensure equity
- ▶ \$100,000 proposed to be transferred to the General Fund

# Health Benefits Reserve Fund

- ▶ Premiums Increase:
  - ▶ Both Plans are forecasted to Increase 6% (from FY19 Levels) but with different premiums between groups.
    - ▶ \$19,905 for Non Police/Fire
    - ▶ \$22,003 for Police/Fire

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change	% Change
Group Health Insurance	\$7,501,264	\$9,174,782	\$10,976,822	\$12,808,590	\$1,831,768	16.69%

# Health Benefits Benefit Changes

(non Police/Fire)

- ▶ Benefit changes January 2020 to shift greater percentage of plan benefits costs to employees
- ▶ Higher Co-pay and Higher Out of Pocket Max
- ▶ Current: \$300 Individual and \$900 Max out of Pocket
- ▶ 90% insurance and CIS is 80% after Deductible

Copay Plans	Copay A	Copay B	Copay C	Copay D
Individual deductible per Calendar Year	\$250	\$500	\$1,000	\$1,500
Maximum family deductible per Calendar Year	\$750	\$1,500	\$3,000	\$4,500
Maximum out-of-pocket per Calendar Year:				
<b>Categories 1 &amp; 2</b> - Preferred and Participating Provider (includes deductible and medical copays but does not include prescription copays)	\$2,250 Individual \$4,750 Family	\$2,500 Individual \$5,500 Family	\$3,000 Individual \$7,000 Family	\$3,500 Individual \$8,500 Family
<b>Category 3</b> - Non-Preferred Provider (includes deductible and medical copays but does not include prescription copays)	\$4,250 Individual \$8,750 Family	\$4,500 Individual \$9,500 Family	\$5,000 Individual \$11,000 Family	\$5,500 Individual \$12,500 Family



# Central Services Fund

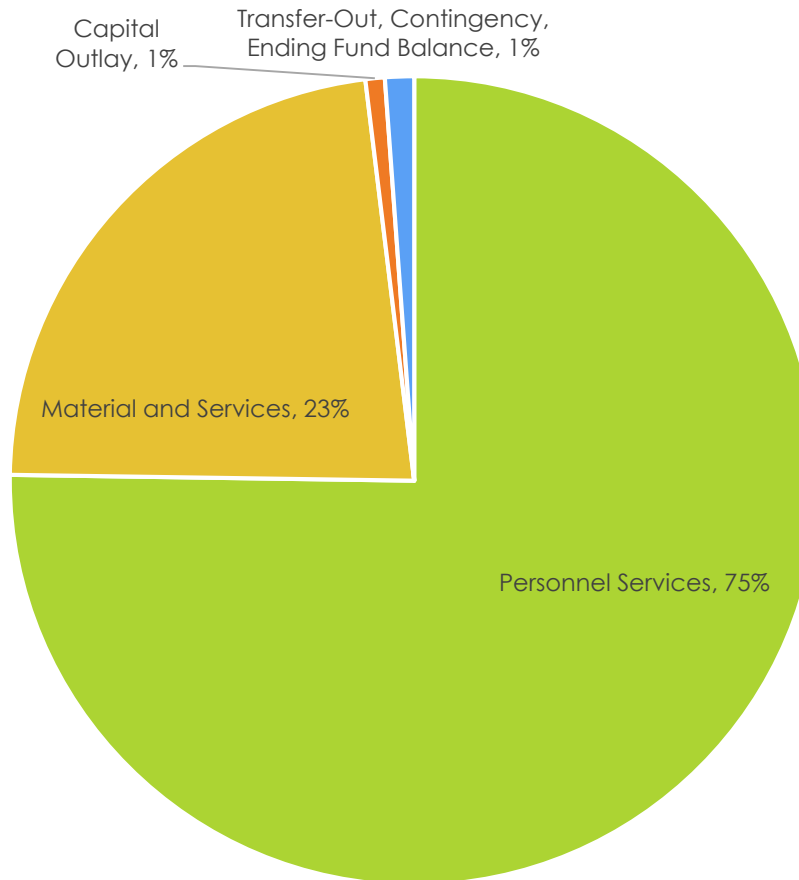
- ▶ Citywide Overhead
- ▶ Charged based on new Cost Allocation Plan to ensure fair and equitable sharing of cost.
- ▶ Major changes identified and the plan is being phased in over 6 years.

# Central Services Fund

- ▶ Elimination of the Communication Analyst
- ▶ Public Works Change to better allocate cost (No General Fund Impact)

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Administrative Services	3,866,706	4,479,802	5,362,809	5,977,867	11%
Administration	2,797,218	3,443,254	3,775,160	3,578,160	-5%
Information Technology	2,396,771	2,743,451	2,811,275	2,996,167	7%
City Recorder	868,755	984,526	409,032	375,849	-8%
Public Works	3,266,434	3,341,783	3,644,262	5,008,021	37%
Contingency	0	210,418	210,418	210,418	0%
<b>Total</b>	<b>\$13,195,884</b>	<b>\$15,203,233</b>	<b>\$16,212,956</b>	<b>\$18,146,482</b>	<b>12%</b>

# Central Services Fund



# Central Services Fund

- Elimination of the Communication Analyst

Division	FTE Count
Admin	15.17
IT	8.50
Admin Services	16.75
City Recorder	1.00
Public Works	17.10
<b>Total</b>	<b>58.52</b>

Allocated impact of Facilities Transfer from BN15-17		<b>\$825,000</b>
(010258) Econ Development	0.51%	4,246.25
(010400) Court Division	1.97%	16,280.59
(010600) Conservation	0.62%	5,124.81
(035400) Band	0.08%	678.62
(030022) Insurance	0.83%	6,863.18
(024700) Telecommunications	6.43%	53,024.11
(092700) Planning	3.30%	27,265.63
(092800) Building Safety	2.61%	21,527.55
(060900) Police Administration	0.66%	5,424.13
(061100) Police Support	1.22%	10,074.42
(061200) Police Operations	6.20%	51,136.49
(070900) Fire Admin	0.12%	992.14
(071200) Fire Operations	6.08%	50,166.28
(071300) Fire EMS		
(075100) Fire and Life Safety	0.04%	303.62
(081400) PW Cemetery	0.91%	7,530.12
(081200) Streets Operations	8.42%	69,426.53
(086600) Storm Water Collection	3.36%	27,744.48
(085700) Airport	0.74%	6,143.02
(082400) Facilities	0.18%	1,459.64
(080600) Conservation	0.41%	3,418.86
(081500) Water Supply	2.41%	19,855.73
(081800) Water Distribution	11.06%	91,255.76
(081900) Water Treatment Plant	2.71%	22,382.39
(086000) Wastewater Collection	7.95%	65,616.33
(086100) Wastewater Treatment Plant	4.86%	40,056.88
(086500) Maintenance - Property & Equip	4.17%	34,405.95
(120900) Park Administration	7.14%	58,863.97
(111500) Electric Supply	4.73%	39,015.07
(111800) Electric Distribution	10.27%	84,717.44

# Central Services Fund Charges

## By Department

	BN 2019/21 Proposed Budget	% of Total
Administration Department	491,267	3%
Administrative Services Dept	170,285	1%
Information Technology Dept	960,553	6%
Community Development Dept	996,403	6%
Police Department	1,241,934	7%
Fire and Rescue Department	760,685	5%
Public Works Department	8,211,800	49%
Culture and Recreation	1,084,331	7%
Parks Department	1,084,331	7%
Electric Department	2,714,712	16%
<b>Total</b>	<b>\$16,631,969</b>	



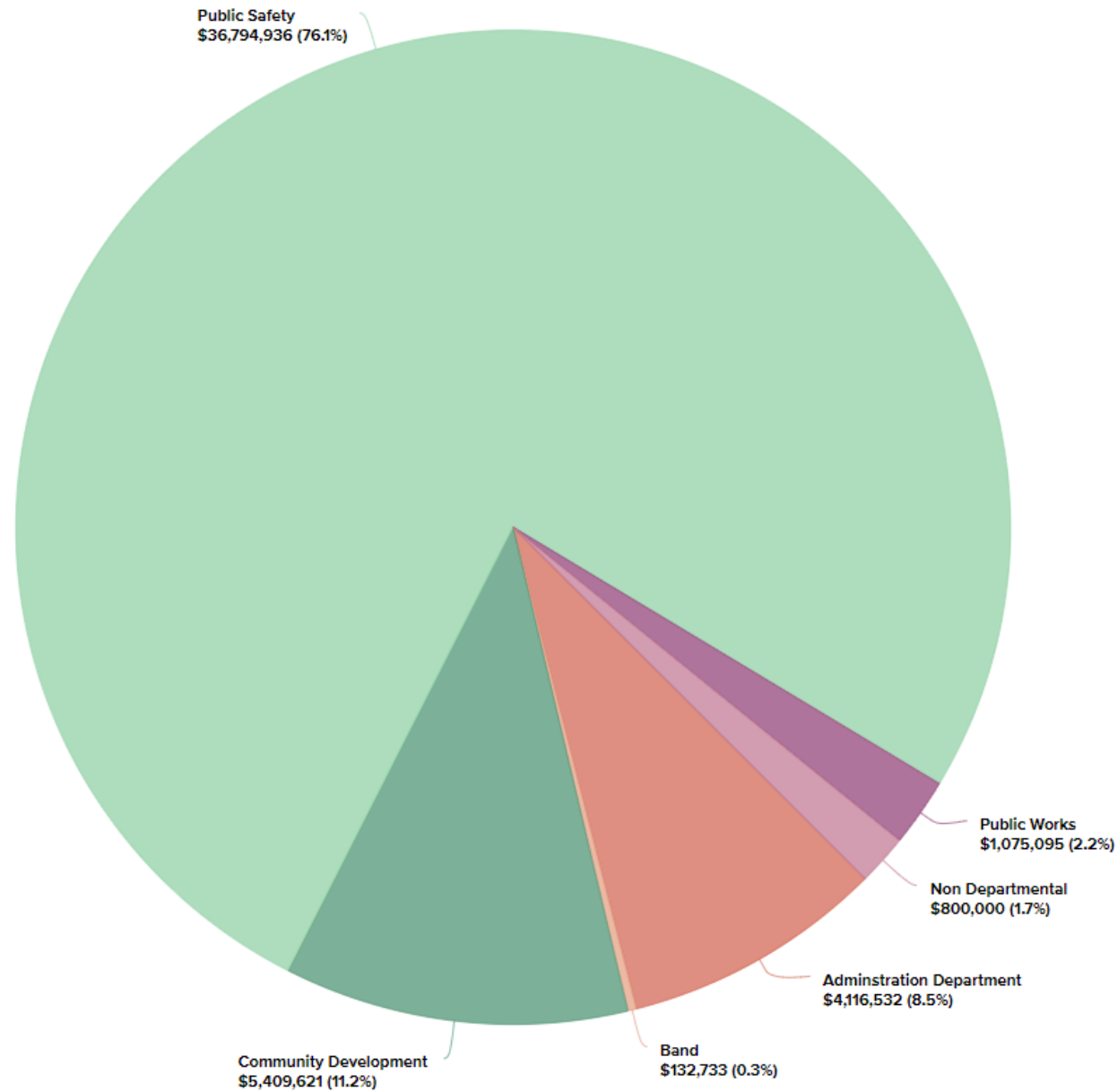
# General Fund

- ▶ Funds 4 main Departments
  - ▶ Police
  - ▶ Fire
  - ▶ Parks
  - ▶ Community Development
- ▶ Major Revenue
  - ▶ Taxes

# General Fund

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Percentage of Total
Fire and Rescue Department	13,149,853	15,713,581	19,866,282	19,905,049	33.7%
Police Department	12,316,387	13,487,220	15,258,125	16,889,886	28.6%
Parks Contribution	8,856,000	9,560,000	10,601,400	10,783,800	18.2%
Community Development	4,128,937	4,324,644	5,039,604	5,409,621	9.2%
Economic & Cultural	1,710,099	2,042,293	3,006,152	2,559,724	4.3%
Court Division	964,592	951,831	944,095	1,307,809	2.2%
Cemetery	663,518	675,452	851,778	1,075,095	1.8%
Contingency	0	206,470	0	800,000	1.4%
Non Departmental	378,539	0	3,108,325	249,000	0.4%
Band	114,017	127,186	131,540	132,733	0.2%
Library	487,988	56,587	0	0	0.0%
<b>Total</b>	<b>42,769,930</b>	<b>47,145,264</b>	<b>58,807,301</b>	<b>59,112,716</b>	

# General Fund



# General Fund Revenue



	BN 2019/21 Proposed Budget	% of Total
Taxes	41,213,624	70%
Franchise Fees	7,279,704	12%
Charges for Services	3,178,001	5%
Intergovernmental Revenue	3,013,342	5%
Licenses and Permits	1,898,300	3%
Fines and Forfeitures	1,210,800	2%
Operating Transfers In	850,000	1%
Miscellaneous Revenues	140,245	0%
Interest on Pooled Investments	251,250	0%
<b>Total</b>	<b>59,035,265</b>	

# General Fund Revenue

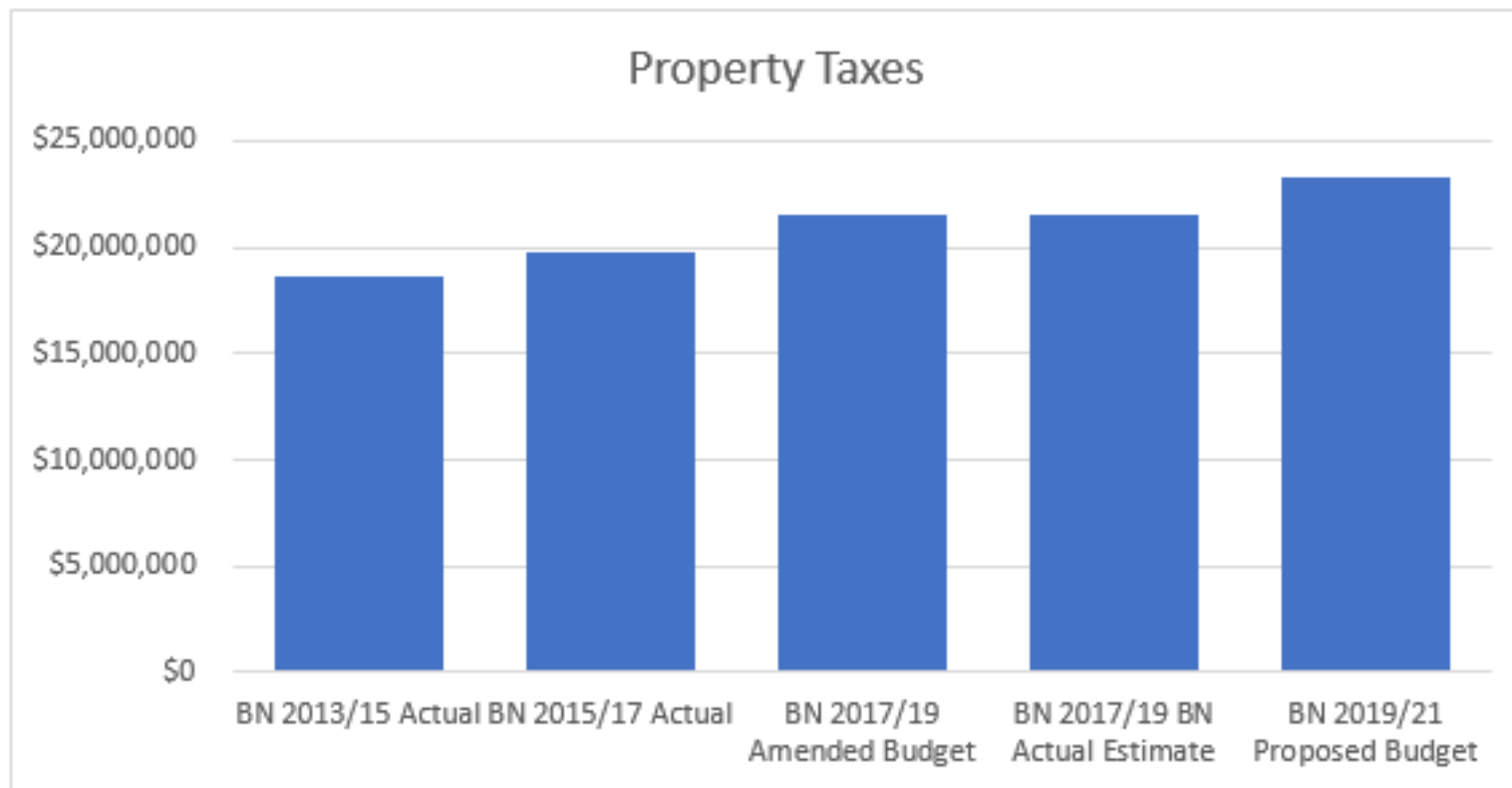


	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	% of Total
Current Property Taxes	\$21,496,400	\$23,354,454	57%
Electric Utility User Tax	6,890,470	7,452,272	18%
Lodging TOT Tax	5,875,900	6,585,502	16%
Public Safety Fee	0	1,650,000	4%
Prior Property Taxes	770,000	840,000	2%
Water Surcharge for AFR	350,000	755,396	2%
Business License	478,000	480,000	1%
Peg Fees	70,000	70,000	0%
Liquor License	14,700	15,000	0%
F & B Late & Interest	5,000	5,000	0%
Taxi Cab Certification	5,000	5,000	0%
Tobacco License	1,000	1,000	0%
Total	\$35,956,470	\$41,213,624	

# Property Tax



- ▶ No proposed change to the Levy of \$4.2422 per \$1,000 assessed valuation
- ▶ Forecasting a 4% growth in assessed valuation, statutory 3.5% and new construction
  - ▶ Last several years have seen more than 4% growth
- ▶ Maintain the 95% collection rate, last year was just at 95%



# Transient Occupancy Tax



- ▶ City TOT rate increased from 9% to 10%
  - ▶ 11% increase
- ▶ Forecasting a 9.5% growth in TOT
  - ▶ “real” decrease of 2.5%
- ▶ Analysis analyzed every quarter separately
  - ▶ Q1 (July-Sept): 0% growth
  - ▶ Q2 (Oct-Dec): 4% increase
  - ▶ Q3 (Jan-April): 4% increase
  - ▶ Q4 (April-June): 2% increase

# Franchise Fees



	Rate
City of Ashland Electric	10%
City of Ashland Water	8%
City of Ashland Wastewater	8%
Ashland HomeNet	2%
Avista	7%
Charter	5%

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Dollar Change	% Change
Charter Franchise	\$212,878	\$218,976	\$190,000	\$195,738	\$5,738	3%
Ashland Home Net	55,831	55,210	55,000	55,828	828	2%
Electric Utility	2,763,095	2,961,262	3,250,220	3,464,132	213,912	7%
Natural Gas	599,780	629,226	650,000	679,543	29,543	5%
Sanitary Service	360,795	377,015	378,000	403,104	25,104	7%
Telecommunication	248,581	227,861	270,000	216,000	-54,000	-20%
Water Utility	729,999	865,659	1,260,560	1,357,920	97,360	8%
Wastewater Utility	709,765	856,285	948,250	907,440	-40,810	-4%
<b>Total</b>	<b>\$5,680,725</b>	<b>\$6,191,493</b>	<b>\$7,002,030</b>	<b>\$7,279,704</b>	<b>\$277,674</b>	<b>4%</b>

# Public Safety Support Fee

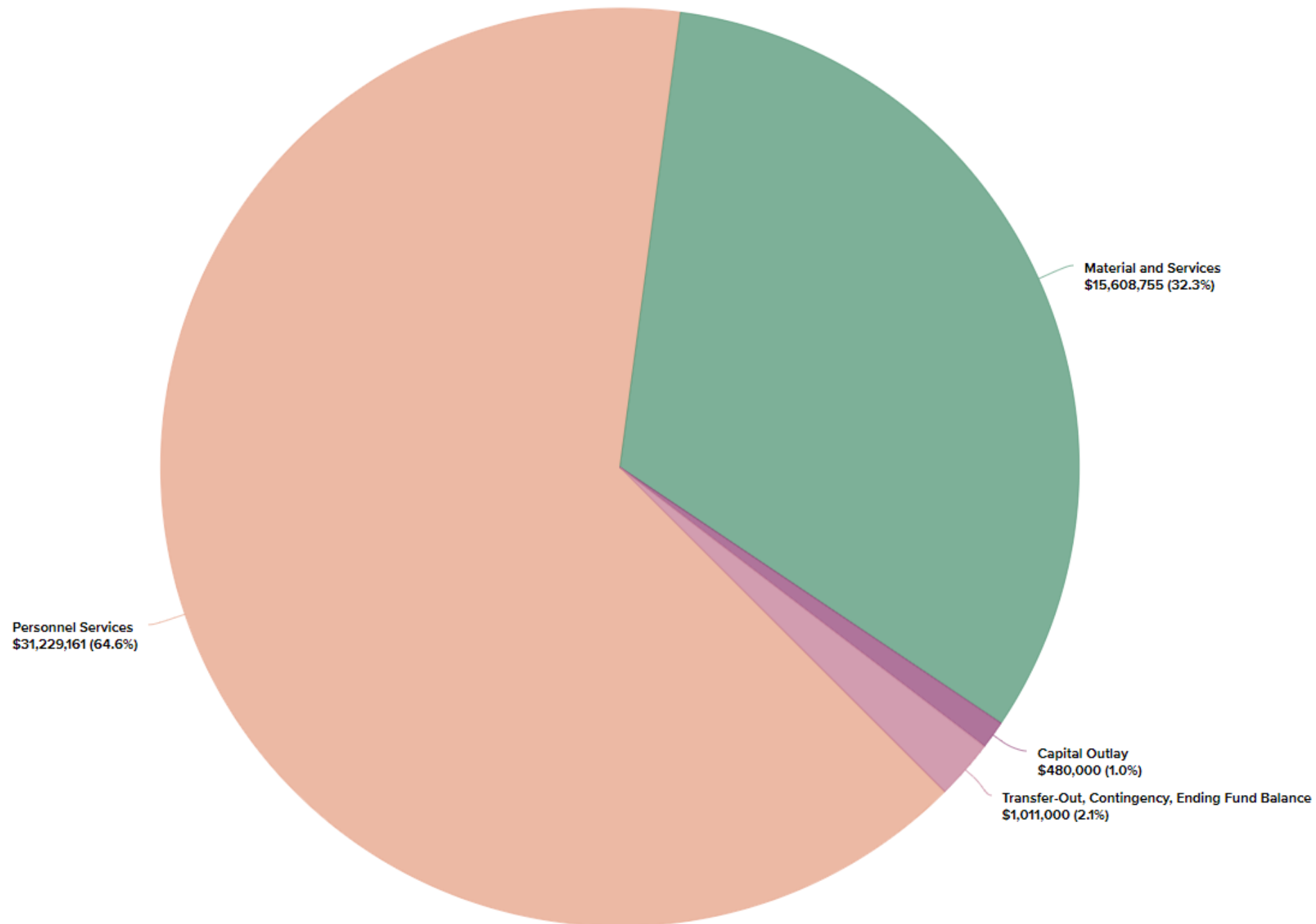


- ▶ Charged on all Electric Meters
- ▶ First implemented as part of the BN 2017/19 Budget
- ▶ Proposed to increase from \$1.50 to \$6.50
- ▶ \$1.50 funds 1.5 Police Officers
- ▶ \$5.00 would fund 3 Firefighters

# General Fund Expenses



- ▶ No Added Personnel
- ▶ Elimination of 4 FTE Proposed
  - ▶ 2 Police Officers (SRO and 1 shift)
  - ▶ 1 Court Position
  - ▶ 1 Community Development
- ▶ Personnel is largest expenditure



# General Fund FTE



Department	FTE
Police	40
Fire	37
Community Development	15
Cemetery	2
<b>Total</b>	<b>94</b>

# Police Department



	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2017/19 BN Actual Estimate	BN 2019/21 Proposed Budget	Change
Personnel Services	\$9,038,442	\$9,785,081	\$11,387,521	\$11,184,372	\$12,455,316	11%
Material and Services	\$3,251,980	\$3,671,795	\$3,870,604	\$3,627,710	\$4,434,571	22%
Internal Charges & Fees	1,582,774	1,716,152	1,720,732	1,721,031	2,081,758	21%
Capital Outlay	\$25,964	\$30,344	\$0	\$0	\$0	-
<b>Total</b>	<b>\$12,316,387</b>	<b>\$13,487,220</b>	<b>\$15,258,125</b>	<b>\$14,812,082</b>	<b>\$16,889,886</b>	<b>14%</b>

# Police Department

## After Budget Supplemental May 7th



	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$9,038,442	\$9,785,081	\$12,107,521	\$12,455,316	3%
Material and Services	\$3,251,980	\$3,671,795	\$3,870,604	\$4,434,571	15%
Internal Charges & Fees	1,582,774	1,716,152	1,720,732	2,081,758	21%
Capital Outlay	\$25,964	\$30,344	\$0	\$0	-
<b>Total</b>	<b>\$12,316,387</b>	<b>\$13,487,220</b>	<b>\$17,698,857</b>	<b>\$16,889,886</b>	<b>14%</b>

# Fire Department



	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$9,817,293	\$10,809,991	\$12,698,160	\$13,655,615	8%
Material and Services	3,332,560	4,386,167	7,168,122	5,889,435	-18%
Capital Outlay	0	517,423	0	360,000	-
<b>Total</b>	<b>\$13,149,853</b>	<b>\$15,713,581</b>	<b>\$19,866,282</b>	<b>\$19,905,049</b>	<b>0%</b>

# Fire Department- Potential Helping Items, Post Proposed Budget



- ▶ Changing Ambulance Billing Provider: \$40,000 Yearly Saving
- ▶ GEMT Program (Medicare Reimbursement): \$160,000
- ▶ \$200,000 improvement in net positions
- ▶ Could lower the need for Public Safety Support Fee down to \$3.30 (from the \$5)

# Community Development



	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$2,817,402	\$2,908,623	\$3,512,675	\$3,677,119	5%
Material and Services	1,646,598	1,707,544	2,347,065	2,506,690	7%
<b>Total</b>	<b>\$4,464,000</b>	<b>\$4,616,167</b>	<b>\$5,859,740</b>	<b>\$6,183,809</b>	<b>6%</b>

# General Fund Balancing Proposal Included in the BN 2019/21 Proposed Budget

BN 2017/19



5/1/2019



Expenditure Reductions

Revenue Enhancements

2021



# GF - Balancing Proposal



- ▶ BN 2019/21 "Working" GF Budget after Revenue and Departmental Requests

**(2,050,239)**

## **How did we get here:**

- ▶ BN 2017/19 Budget adopted with \$1.25 Million/year deficit
  - ▶ Utilize General Fund Ending Fund Balance
- ▶ BN 2017/19 Budget included \$850,000/year of Facilities Fund (CIP) to balance Central Services
- ▶ PERS Increase in General Fund of \$576,837/year
- ▶ Healthcare increase in General Fund \$399,930/year

# Expenditure Reductions

- ▶ Freeze the Contribution to Parks at FY 19 Levels:
  - ▶ \$262,260 General Fund Savings
  - ▶ Parks no longer receives \$2.09 equivalent of the property tax but now reduced to \$1.89 equivalent
  
- ▶ Eliminate 6 Full Time Positions
  - ▶ 2 in the Police Department
  - ▶ 1 in Community Development
  - ▶ 1 in Administration
  - ▶ 1 in Courts
  - ▶ 1 in Administrative Services
  
- ▶ \$530,000 General Fund Savings

# Expenditure Reductions

- ▶ Expand the Staffing model for the Fire Department
  - ▶ Currently at 10 Firefighters Maximum and 9 Minimum
  - ▶ Open Window to 10 Maximum and 8 Minimum
    - ▶ Still allow to maintain 10 or more than 10 during Fire Season
  - ▶ \$100,000 General Fund Saving through reduced Overtime

Expenditure Reduction Totals: \$892,260

General Fund Balance after Expenditure Reductions: **(\$1,157,979)**

# Expenditure Reductions

- ▶ Expand the Staffing model for the Fire Department
  - ▶ Currently at 10 Firefighters Maximum and 9 Minimum
  - ▶ Open Window to 10 Maximum and 8 Minimum
    - ▶ Still allow to maintain 10 or more than 10 during Fire Season
  - ▶ \$100,000 General Fund Saving through reduced Overtime

Expenditure Reduction Totals: \$892,260

General Fund Balance after Expenditure Reductions: **(\$1,157,979)**

# Revenue Enhancement

- ▶ Increase to Building Fees and Improve Fire Inspection Collections
  - ▶ The Building Department service to specific customers and the services do not provide a public benefit
  - ▶ Increasing fees would improve cost recovery
  - ▶ General Fund increase \$95,000
  
- ▶ Utilize Health Benefits Reserve fund for Healthcare Increase
  - ▶ General Fund increase \$100,000
  
- ▶ Keep Local Marijuana Tax in the General Fund
  - ▶ Fund the Housing Fund program with Surplus Property Sales
  - ▶ General Fund increase \$100,000

# Revenue Enhancement

- ▶ Increase Ashland Forest Resiliency Fee from \$1.39 to \$3
  - ▶ The AFR Fee has generated over \$10 million in grant money back to the City for AFR programs
  - ▶ Increase would pay for the increase in the program costs
  - ▶ General Fund increase \$202,698
  
- ▶ Revenue Enhancements \$497,698

General Fund Balance after Expenditure Reductions: (\$660,281)

# Offsetting Revenue and Expenses

- ▶ Increase Public Safety Support by \$5 (to \$6.50) to fund 3 Firefighters
  - ▶ 3 Firefighters were added 2.5 years ago
  - ▶ No long term financial sustainability was identified
  - ▶ The impact was part of the \$1.25 million deficit in the BN 2017/19 Budget
- \* Potential Fire Reductions lower need to \$3.30
- \* Tie to TOT performance, Use collections over quarterly projection to lower fee
- \* Sunset in the future with potential Levy
  - Exempt any Assistance Program from Fee (\$30,000)
- ▶ Offsetting Revenue/Expenses \$600,000
- General Fund Balance after Expenditure Reductions: (\$60,281)

# Other Options to Explore

(not in proposed budget)

- ▶ Increase Public Safety Support by \$2 to fund 2 Police Officers
  - ▶ The Property Tax increase and TOT did not materialize to fund the additions but used to maintain current level of service
  - ▶ Reduce/Eliminate the Economic, Culture, Tourism, Sustainability (ECTS) unrestricted Funds (\$150,000) to Fund a Police Officer
  - ▶ Reduce/Eliminate the Social Service Grants (\$164,000) to Fund a Police Officer
- ▶ Increase Food and Beverage Tax to 7%, dedicating 2% to the General Fund: \$1,200,000
- ▶ Increase Property Tax to the maximum allowed: \$150,000
- ▶ Increase Water and Wastewater Franchise Fees: \$300,000
- ▶ Implement a Live Entertainment Ticket Tax: \$200,000-\$300,000
- ▶ Meter Pioneer Parking Lot: Net \$60,000

# Other Options to Explore

(not in proposed budget)

- ▶ Develop a plan to ask voters to fund an Operating Levy
  - ▶ Earliest fund would be received are November 2020
  - ▶ Could replace some/all of the utility fees
  - ▶ Could provide a 5 year sustainable budget, before needing voter approval to renew

# Next Steps

# Next Steps

- ▶ Motion to Recommend the Budget as Proposed
- ▶ Direction on the ECTS and Social Service Grants
  - ▶ Does the Committee Recommend them to stay as Proposed
    - ▶ ECTS: \$150,000
    - ▶ Social Service Grants: \$164,000
- ▶ Follow up Deliberations
- ▶ Information Request for Staff to Research

Existing: (30 FTE)

Deputy Fire Chief

Battalion Chief

STATION 1

STATION 2

<u>Ambulance</u>	<u>Engine</u>
Fire Fighter	Captain
Fire Fighter	Engineer
	Fire Fighter

<u>Ambulance</u>	<u>Engine</u>
Fire Fighter	Engineer
Fire Fighter	Fire Fighter

New: (27 FTE)

Deputy Fire Chief

STATION 1

STATION 2

<u>Ambulance</u>	<u>Engine</u>
Fire Fighter	Captain
Fire Fighter	Engineer
	Fire Fighter

<u>Ambulance</u>	<u>Engine</u>
Fire Fighter	Engineer
Fire Fighter	Fire Fighter





# City of Ashland Budget Proposal & Additional Options

MAY 1, 2019

# Budget Officer Proposal

## Expenditure Reductions:

Parks Contribution Held Flat	262,260
Eliminate 6 FTE	530,000
2 Police Officers	
1 Administration	
1 Administrative Services	
1 Court	
1 Community Development	
Reduce Fire OT	100,000
<b>Total Expenditure Reductions</b>	<b>892,260</b>

# Budget Officer Proposal

## Revenue Enhancements:

Increase Building Fees	95,000
Utilize Health Benefits Reserve	100,000
Keep Local Marijuana Tax in General Fund	100,000
AFR Fee Increase	202,698
Public Safety Support Fee (\$5)	600,000

<b>Total Revenue Enhancements</b>	<b>1,097,698</b>
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# Budget Officer Proposal

Deficit/year in 2019-2021 Biennium	2,050,239
Total Expenditure Reduction	892,260
Total Revenue Enhancements	<u>1,097,698</u>
	1,989,958

# Additional Options

Reduce Programs in Community Development includes Housing, CDBG, Long Range Planning & No Commission Support (except Planning Commission)	360,616
Eliminate ECTS Grants	150,000
Eliminate Social Service Grants	164,000
Reduce Park's Contribution	TBD
Eliminate Economic Development Programs	75,000
Request County to Rebid Ambulance Service	TBD

# Additional Options

Increase Water and Wastewater Franchise Fees to 10%	300,000
Live Entertainment Ticket Tax	300,000
Property Tax Operating Levy	TDB
Parking Meters in Lots	60,000
Increase Property Tax to Maximum	150,000
Increase Food and Beverage to 7% (each 1% = \$600k)	1,200,000

# Additional Options

Create 2% AFN Franchise Fee	118,712
Evaluate other Bond options/Financing	TBD
Sale of Surplus Property for one time benefit	TBD
Research creation of a Credit Card Transaction Fee	300,000